KFSH&RC PERFORMANCE INDICATOR SCORECARD

EXECUTIVE SUMMARY

Regional Hospitals are being forced to continually meet operational efficiencies while simultaneously improving overall patient care and patient experience. This leads to many challenges, more importantly those related to measurement of data and definition of healthcare specific targets. Without these metrics it's impossible to report on & identify opportunities for clinical improvement.

King Faisal Hospital & Research Center (KFSH&RC) executives approached the Healthcare Information Technology Affairs (HITA) department with the challenge of creating a hospital wide and organization wide (Riyadh + Jeddah) Performance Scorecard that took various data variables into consideration. Data had to be interfaced & captured from various divisions, departments, systems and machines.

The final deliverable was a Scorecard that not only touches the entire hospital but also calculates and weighs these performance indicators based on international healthcare standards and best practices. KFSH&RC Executives now use and rely on this Scorecard to monitor current performance and drive future regional strategies and divisional service levels.

KING FAISAL SPECIALIST HOSPITAL & RESEARCH CENTER

Mission: KFSH&RC provides the highest level of specialized healthcare in an integrated educational and research setting

Vision: To be a world-leading institution of excellence and innovation in healthcare

Est 1975

Kingdom of Saudi Arabia

CEO Dr Qasim Al Qasabi
CIO Dr Osama Al Swailem

Riyadh & Jeddah

HiMSS Stage 7 – Ambulatory
Stage 6 – Acute Care

Population Served – 9.4M

CY 2014

820 Transplants

20,052 OR Cases

1308 Beds

Nationalities – 63
Physicians – 1226
Nurses – 3785
Admin – 1206
Other – 7988

30,012 Admissions

29,682 Discharged

347,974 Total Patient Days

1,165,187 Outpatient Visits

88,922 ER Visits

Budget
Confidential

Operation Revenue
Confidential

Operation Expense
Confidential

PROJECT OVERVIEW

ℹ Project Description

Performance Indicators Scorecard – PISC was launched at the direction of King Faisal Hospital & Research Center Executives to address quality, monitor overall regional & divisional hospital performance and drive both challenging and intelligent clinical decisions.

The two biggest challenges in execution for the Healthcare Information Technology Affairs team at KFSH&RC was interfacing with all the touchpoints and development of adequate performance measures (weight, priority, value, etc.) around the collected data points.

During the six months of execution, twenty touchpoints were identified/interfaced and over 80GB of data was captured to create the base of the PISC. International standards and comparative hospital reports, with US Hospitals, was gathered to assist towards definition of each performance measurable.

⏱ Project Time – 6 Months

💵 Cost Analysis
Development: In-house
Resources: Internal
Man-hours: ≈6480

📚 Benefits

- Operational efficiency
- Comparative indicators with international and national hospitals
- Instantaneous organizational and divisional views across Riyadh & Jeddah
- Challenges entire organization towards continuous improvement
- Alignment to Hospitals mission & vision
- Ability to define and measure performance to the division level
- Various reporting & statistical opportunities

☀ Impact
- Executives are able to make intelligent & data driven clinical decisions
- Continuous drive towards clinical improvement/progression
- Standardized & focused scoring mechanism
- Ability to identify and address trends proactively
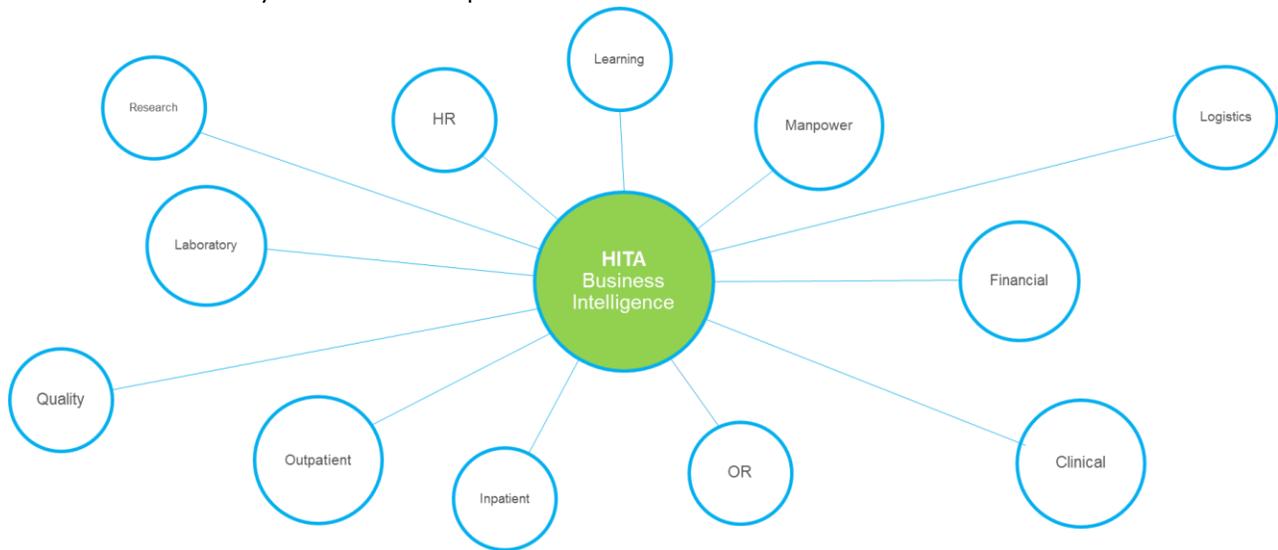- Framework for Executives to define strategies

Team

- Healthcare Information Technology Affairs
  - Data & Analytics
  - Systems Integration
- Quality Department
- Medical & Clinical Affairs

Outcome

Data & Analytics Landscape

Research · Learning · HR · Manpower · Logistics · Laboratory · **HITA Business Intelligence** · Financial · Quality · Outpatient · Inpatient · OR · Clinical

PISC Summary Report

Performance Scorecard 2015, Riyadh, Part 1: Summary

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
	69%	76%	85%	97%	76%	54%	81%	64%	72%	75%
	89%	80%	113%	92%	125%	99%	34%	107%	64%	116%
	64%	61%	61%	58%	58%	58%	61%	61%	61%	60%
	87%	89%	100%	114%	77%	102%	97%	105%	121%	67%
	109%	119%	134%	129%	114%	128%	128%	126%	121%	115%
	97%	145%	104%	135%	123%	93%	95%	134%	117%	142%
	105%	0%	67%	91%	75%	105%	150%	59%	133%	150%
	28%	50%	50%	25%	27%	50%	32%	29%	45%	27%
	44%	93%	113%	126%	133%	131%	59%	108%	128%	139%

PISC Detail Report

Performance Scorecard 2015, Riyadh, Part 2: Details

	Weight	Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
	0.25	1,800	1,668	1,761	1,879	2,120	1,821	1,666	1,257	1,745	1,564	2,193
	0		3,032	3,387	3,700	3,828	3,422	3,462	2,467	3,381	3,080	3,887
	0.1	55	57	47	54	55	57	93	111	84	88	65
	0.1	155	111	110	117	113	115	109	118	125	125	122
	0.3	90.0%	92.6%	92.7%	90.8%	90.6%	92.0%	92.1%	84.6%	92.2%	88.1%	93.0%
	0		635	635	635	635	635	635	635	635	635	635
	0		148	148	148	148	148	148	149	149	149	149
	0.15	10.0	21.8	17.9	16.0	16.2	18.2	15.7	8.5	15.2	12.7	19.9
	0.1	36	36	35	37	38	23	19	36	24	31
			69%	76%	85%	97%	76%	54%	81%	64%	72%	75%

	Weight	Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
	0.25	77,000	75,388	77,981	85,386	82,947	80,048	73,318	48,923	74,825	68,107	81,584
	0.2	21,000	22,112	20,070	21,699	20,901	22,002	21,308	20,234	22,023	20,384	22,227
	0.2	3,600	3,264	3,406	3,423	3,260	3,646	3,441	2,657	3,408	2,888	3,359
	0.2	70	52	56	82	54	90	80	57	80	76	81
	0.05	105	95	87	94	96	115	90	110	103	97	94
	0.05	20,000	22,492	21,761	24,218	22,705	22,491	21,359	16,253	20,773	17,708	21,434
	0.05	130,000	127,981	132,499	117,546	141,993	139,725	130,766	102,555	138,569	121,845	141,445
			89%	80%	113%	92%	125%	99%	34%	107%	64%	116%